

Facilities

The following table shows the number inpatient beds, discharges and ambulatory care visits provided by each Facility. Every extension clinic operates under the administrative auspices of a major Facility.

	Fiscal Year Ended June 30, 2019			
	Certified Beds ¹	Operating Beds ²	Inpatient Discharges	Ambulatory Care ³
Inpatient Hospitals				
Bellevue Hospital Center	912	782	26,931	526,419
Coney Island Hospital	371	365	14,286	321,163
Elmhurst Hospital Center ⁴	545	510	20,553	594,622
Harlem Hospital Center	282	267	12,148	279,996
Jacobi Medical Center	457	429	20,238	381,473
Kings County Hospital Center	639	560	20,516	627,209
Lincoln Medical & Mental Health Center	362	320	21,269	493,864
Metropolitan Hospital Center	338	295	8,776	367,138
North Central Bronx Hospital	213	152	7,416	199,537
Queens Hospital Center	269	239	13,775	398,393
Woodhull Medical & Mental Health Center	364	280	11,350	370,110
Subtotal	4,752	4,199	177,258	4,559,924
Post-Acute & Long Term Care Facilities				
Sea View	304	304	408	-
McKinney	320	320	474	-
Coler	815	815	309	-
Carter	365	365	422	-
Gouverneur	295	295	970	196,241
Subtotal	2,099	2,099	2,583	196,241
Gotham Health – Major Facilities				
Cumberland	-	-	-	104,816
East New York	-	-	-	74,153
Morrisania	-	-	-	68,096
Renaissance/Sydenham	-	-	-	33,904
Segundo Ruiz Belvis	-	-	-	45,650
Subtotal	0	0	0	326,619
TOTAL SYSTEM-WIDE	6,851	6,298	179,841	5,082,784

(1) Includes acute and long-term care, as of June 30, 2019. Certified bed counts do not include newborn bassinets.

(2) Includes acute and long-term care, as of June 30, 2019. Operating bed counts do not include newborn bassinets.

(3) Includes all primary care clinics, behavioral health, substance abuse, other specialty services clinics, Emergency Department, ambulatory surgery and renal dialysis visits.

(4) Inpatient discharges for Elmhurst Hospital Center do not include hospice services provided by other vendors.

Utilization

The following table summarizes the System's aggregate historical utilization data for the Facilities.

	<u>Fiscal Years Ended June 30</u>		
	<u>2017</u>	<u>2018</u>	<u>2019⁷</u>
Inpatient Acute Care			
Certified Beds ^{1, 6}	4,754	4,776	4,752
In Service Beds ^{1, 6}	4,477	4,235	4,199
Total Average Daily Census	3,508	3,409	3,154
Acute Care Average Daily Census	2,371	2,349	2,151
Occupancy Rate ²	76.9%	79.7%	75.1%
Patient Days.....	1,283,321	1,243,579	1,151,028
Average Length of Stay (days) ³	5.3	5.5	5.4
Acute Care Discharges	163,354	158,765	177,258
Total Discharges (incl. Psych + Rehab) ..	190,195	185,237	179,840
Ambulatory Care			
Clinic Visits ⁴	4,158,977	4,031,443	4,065,467
Primary Care Visits ⁵	1,462,921	1,431,854	892,183
Emergency Room Visits.....	975,011	970,415	949,348
Ambulatory Surgery Visits.....	73,773	68,473	58,703
Methadone Visits	209,292	210,132	275,208
Long-Term Care			
Nursing Facility Beds ⁶	1,838	1,858	1,898
Nursing Facility Patient Days	631,362	620,918	591,177
Nursing Facility Average Daily Census ...	1,730	1,701	1,620
Long-Term Care Beds ⁶	201	201	201
Long-Term Care Patient Days	55,693	51,281	42,873
Long-Term Care Average Daily Census .	153	140	117

(1) Excludes newborn bassinets.

(2) Based on annual average of beds in service for each fiscal year.

(3) Excludes psychiatric and rehabilitation services.

(4) Includes specialty care visits, primary care visits and visits to Family Health Services clinics provided under contract with the New York City Department of Health ("NYCDOH"). Does not include methadone visits.

(5) Primary care visits include routine clinical care services, such as general adult medicine, pediatrics, and obstetrics and gynecological care, but exclude specialty care visits and visits to Family Health Services clinics.

(6) Based on number of beds as of the last day of the period.

(7) Preliminary figures, subject to change. Due to the implementation of the new medical record system, the sub-category under Ambulatory Care visits were estimated.

Sources of Patient Service Revenues

The following table shows the New York City Health + Hospitals' patient activity or utilization by inpatient and outpatient payor mix for each of the previous three fiscal years. The information provided was compiled from the System's records and based on patient classification categories.

Inpatient Payor Mix (Percentage based on number of patient discharges)

	Fiscal Years Ended June 30 th		
	<u>2017</u>	<u>2018</u>	<u>2019</u>
INPATIENT PAYOR MIX :			
Medicare	22.8%	23.8%	24.5%
<i>Fee-for-service</i>	11.6%	11.3%	11.2%
<i>HMO</i>	11.2%	12.5%	13.3%
Medicaid	63.4%	62.4%	61.1%
<i>Fee-for-service</i>	22.5%	20.1%	20.0%
<i>HMO</i>	40.9%	42.3%	41.1%
Self-pay	3.6%	3.9%	3.6%
Other Payors	10.2%	9.8%	10.8%
Total	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

Outpatient Payor Mix (Excludes Ambulatory Surgery, Percentage based on number of patient visits)

	Fiscal Years Ended June 30 th		
	<u>2017</u>	<u>2018</u>	<u>2019*</u>
OUTPATIENT PAYOR MIX :			
Medicare	14.4%	15.1%	16.1%
<i>Fee-for-service</i>	6.1%	5.7%	5.3%
<i>HMO</i>	8.3%	9.4%	10.8%
Medicaid	50.1%	50.2%	48.7%
<i>Fee-for-service</i>	7.9%	7.2%	8.7%
<i>HMO</i>	42.2%	43.0%	40.0%
Self-pay	23.2%	22.1%	21.2%
Other Payors	12.3%	12.6%	14.0%
Total	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>

*Includes Ambulatory Surgery

OPERATING FINANCIAL PLAN ¹

The following Operating Financial Plan¹ is a cash basis budget projection prepared by New York City Health + Hospitals and the City of New York which indicates that (i) the System's financial planning and operations are based on a balanced cash budget and (ii) the City sets General City Support for the System based on the System's cash needs. The Operating Financial Plan is revised up to four times each fiscal year. The plan presented below reflects projections for fiscal year 2019 through 2023 and represents the base to which trend factors are applied to forecast revenues and expenses in later years. Trend factors are re-evaluated at least once a year.

Projected: Fiscal Years Ending June 30 (in \$ millions)

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
REVENUES:					
Third party revenue:					
Medicaid & Medicaid Mgd Care	\$ 2,143.7	\$2,211.9	\$2,216.9	\$2,216.9	\$2,216.9
Medicare & Medicare Advantage	1,071.9	1,121.6	1,132.0	1,142.5	1,152.7
Other, Managed Care, Commercial	359.0	359.0	359.0	359.0	359.0
Supplemental Medicaid	2,723.0	1,760.1	1,508.0	1,457.7	1,464.1
Disproportionate Share (DSH)	1,714.5	1,052.1	823.1	787.2	793.7
Other Supplemental Medicaid	<u>1,008.5</u>	<u>708.0</u>	<u>684.9</u>	<u>670.5</u>	<u>670.5</u>
Subtotal: Third Party Revenue	6,297.6	5,452.6	5,216.0	5,176.1	5,192.8
Other Revenue:					
City Services	793.9	1,001.0	1,038.4	1,087.0	1,088.2
Grants and Other	<u>723.0</u>	<u>559.0</u>	<u>537.0</u>	<u>537.0</u>	<u>537.0</u>
Subtotal: Other Revenue	1,516.9	1,560.0	1,575.4	1,624.0	1,625.2
Revenue Generating Initiatives:					
Medicaid Waiver Programs	347.0	164.5	120.0	120.0	120.0
Federal & State Charity Care	-	120.0	85.0	62.0	62.0
Health Insurance Initiatives	355.0	530.0	685.0	710.0	710.0
Growth Initiatives	<u>10.0</u>	<u>75.4</u>	<u>125.0</u>	<u>135.0</u>	<u>135.0</u>
Subtotal: Revenue Generating Initiatives	712.0	889.9	1,015.0	1,027.0	1,027.0
TOTAL REVENUES	8,526.5	7,902.5	7,806.4	7,827.2	7,845.0
EXPENSES:					
Operating Expenses					
Personal Services	3,112.5	3,163.2	3,224.9	3,264.2	3,295.7
Fringe Benefits	1,677.5	1,598.9	1,654.6	1,740.5	1,790.9
Affiliation Contracts	1,135.1	1,149.3	1,166.8	1,181.3	1,192.9
Other than Personal Services	<u>2,952.1</u>	<u>2,448.3</u>	<u>2,444.2</u>	<u>2,498.9</u>	<u>2,549.3</u>
Subtotal: Operating Expenses	8,877.3	8,359.7	8,490.5	8,685.0	8,828.8
Expense-Reducing Initiatives:					
Procurement Efficiencies	(125.0)	(145.0)	(155.0)	(155.0)	(155.0)
Restructuring & Personnel	<u>(269.4)</u>	<u>(385.0)</u>	<u>(430.0)</u>	<u>(430.0)</u>	<u>(430.0)</u>
Subtotal: Expense-Reducing Initiatives	(394.4)	(530.0)	(585.0)	(585.0)	(585.0)
TOTAL EXPENSES	8,482.9	7,829.7	7,905.5	8,100.0	8,243.8
INCOME / (LOSS)	43.6	72.8	(99.2)	(272.8)	(398.8)
OPENING CASH BALANCE	<u>737.8</u>	<u>781.4</u>	<u>854.2</u>	<u>755.1</u>	<u>482.2</u>
CLOSING CASH BALANCE	<u>\$ 781.4</u>	<u>\$ 854.2</u>	<u>\$ 755.1</u>	<u>\$ 482.2</u>	<u>\$ 83.4</u>

(1) This is an updated Operating Financial Plan (Executive Budget) released in May 2019.